

## **Slide 1 – Introduction**

- **It's been a great week!**
- **And I would be remiss if I didn't thank General Flowers and his crew for the tremendous work they did.**
- **People like Nancy Gregory who had 4 separate conferences to prepare for .... And many others who ensured everything ran smoothly ...**
- **Let's give them a round of applause ...**
- **Next slide**

## **Slide 2 – The Regiment**

**[ let slide run – automatic pop-up animations – with a 15 second playing of the 1812 overture.]**

- **This is who we are – a truly Unified Regiment**
- **Largest ever turnout for ENFORCE AND we even included the DPW conference for the first time.**
- **Had the full complement here, including AEA and the Supporting Members – the Total Regiment.**
- **Next Slide**

### **Slide 3 – Not your father's Regiment**

- **Here's the agenda for today.**
- **Hey, wait a minute! Something is wrong**
- **That was last year's agenda ... for last year's briefing**
- **We need a whole new theme .....**  
**Let's try something else [slide goes to black & white]**
- **That's better .. this is NOT last year's briefing and "this is truly NOT your father's Regiment"!**
- **Who remembers the Cold War?**

## **Slide 4 – Cold War**

- This was the environment of the Regiment's past –it lasted for 45 years till the Wall came down in 1989.
- You remember. Everyone had just two choices of overseas assignments –Korea or Germany.
- World was more dangerous .but in many respects, it was safer.
- The Threat was predictable –we knew his tactics, we knew his equipment, and we knew his doctrine.
- OPTEMPO was moderate to high.
- **But what happened between 1989 and 1998?**

## **Slide 5 – In Search of Doctrine**

- **We were in a transition phase. The Cold War had ended – the environment had changed and we were searching for a new doctrine. Actually, we didn't even know what we were searching for? New missions? Or a new structure? Or a new threat?**
- **Took a lot of detours along the way.**
- **And our force structure changed a few times too.**
- **Remember? H-series, then J-series TOE, then Army of Excellence.**
- **And Active Defense doctrine became AirLand Battle.**
- **So where are we now?**

## **Slide 6 – Joint Engineers Deployed**

- I will tell you where we are. We are in a less predictable environment!
- Choices of overseas assignments? – today they are almost unlimited – We are still in Germany and Korea, but in the 1990's alone, we've deployed to 15 other countries.
- Theme for this year's ENFORCE conference is "joint" – we really are joint. The pictures show the Reserves and the Seabees. And we're allied as well. Plus – the Contractors play an important part too.
- OPTEMPO today? High all the time – pegged at the red warning light – and getting ready to shift into warp overdrive
- **And what's the impact on soldiers?**

- **Slide 7 – Specialized Career Paths**

- The old Regiment – heavy or light?
- As a LT, if you wanted to know what was or would be a successful career path .... You just asked your BN or BDE CDR and did what they said.
- It was all predictable ....and orderly ....
- **But I will tell you that this doesn't work today**

## **Slide 8 – OPMS XXI**

- **OPMS represents a brand-new way of doing business.**
- **A fundamental change. More radical than any previous change to officer professional development.**
- **Now we have 4 career fields. And what is interesting is that in the last round of selections, only the Operations field was under-subscribed. In other words, more people wanted to leave the Operational field than stay. Consider what that means in the long term!**
- **Also, ponder this fact. Last year's COL's promotions list – numerous above the zone and non-former Bn Cdr's made it. That's a good thing. Don't want to hear any more talk that the Army doesn't know how hard it is to be a DPW or work in other key engineer jobs.**



## **Slide 8 – OPMS XXI (continued)**

- **It's NOT heavy or light anymore - every Engr can expect to have a USACE job or be a DPW or serve in a 3R job. And today, in all honesty, you'll probably do all three. We used to give lip service to this before. But it's really true now.**
- **The strength of OPMS is we no longer have a cookie cutter approach - there are many paths to success – it comes in all sizes, shapes, and colors.**
- **And how do you define success?**
- **If you are talking rank – success is promotion to Lieutenant Colonel. But real success – in my mind – is about service to country ... about having a challenging and enjoyable job ... about making a difference.**

- **Slide 9 – Deployments**
- **Let's look at the Operational environment of yesterday.**
- **Who remembers POMCUS? REFORGER? 4102? And what about Team Spirit? These exercises were scripted months in advance – scheduled years in advance - staff reconned the terrain - and all these exercises were PRACTICE, PRACTICE, and more PRACTICE**
- **And, we were, indeed, a forward-deployed Army.**

## **Slide 10 – Global Contingency Support**

- But there are no practice deployments today. Because we do the real thing over and over and over.
- We're a power projection Army. We are and have to be a "come as you are" Army.
- Have to be ready to go anywhere ....any time.
- How about hurricane recovery efforts in Central America and Puerto Rico? And who would have thought we would deploy to Macedonia and then to Bosnia? And Kosovo could be next!
- And engineers go in early and we stay till after the end..... **That part hasn't changed.**

## **Slide 11 – Ad Hoc Disaster Support**

- **And this is how we used to do disaster response.**

**(PAUSE FOR READING SLIDE)**

- **An ad hoc team was created every time..... with borrowed manpower from students at the Engineer School – many of you took part**
- **Looking back on it – really didn't make sense. Why have an ad hoc system when natural disasters occur on a continuous basis?**
- **So how do we do it today?**

## **Slide 12 – Disaster Recovery**

- Well, I've already talked a little bit about disaster recovery in Puerto Rico and Central America. It's a tremendous success story. The total Regiment can take pride in it.
- I could bore you with a bunch of statistics of how much debris we removed .... how many contracts we let .... how much water was delivered .....and on and on. But the point is that the Nation and the Army turn to us.
- We have institutionalized the way we provide support. In short, we have a “doctrine” as well as an “operational scheme of maneuver”.
- And we expect to play an important role for years to come.
- **Have talked a little about the Regiment. What about the Army?**

## **Slide 13 – Yesterday's Army**

- **I know what you're thinking. You old-timers out there are saying, "That was the REAL Army" "those were the good old days". Right?**
- **Lots of money for defense! A PCS every time you turned around. "If the Army wanted you have a spouse, they would have issued you one"**
- **It was a LARGE, industrial-age Army - 18 active and 10 reserve divisions – 780,000 soldiers – designed to counter a specific threat.**
- **Every unit had a narrow mission .. trained only for it ... and everyone "stayed in their lanes".**

## **Slide 14 – Digital Army**

- **Those days are long over – here's the digitized Army of today – information is key – and information dominance is an imperative.**
- **Plus, we have a universal mission – hey, if you wear a set of BDU's or even a suit in some cases– you can be called on to perform any mission, any time, any place. In all likelihood, if you stick around long enough, it will happen.**
- **Digital age – smaller Army. And MORE family members than we have soldiers!!! Think about that.**
- **The way we fight – the way we train – and even the way we think is different. Managing information, maintaining situational awareness, and synchronizing all our assets are essential.**

- Okay. So we have high tech equipment, better trained soldiers, etc. What about the installations where this high-tech Army lives?



## **Slide 15 – Installations**

- Well, I don't even have to show pictures of old facilities, it can be depressing.
- BUT I will tell you that old thinking still persists.
- We call it the Ft. Apache syndrome – everyone feels their installation has to provide all services from cradle to grave”.
- Why are we duplicating facilities that are readily available right outside the gate?
- **The bottom line is – we simply cannot afford the old Installation model if we are to equip and modernize our Army.**

## **Slide 16 – Privatization**

- **And we need to look for new and innovative ways to support our installations.**
- **Most of you have heard about privatization – the details are complex, but it's easy to explain the general concept.**
- **By working with the private sector and their access to capital, we can leverage scarce govt. dollars.**
- **End result: we can build and renovate such things as military housing faster.**

## **Slide 16 – Privatization (continued)**

- **Utilities privatization is very similar. Private industry modernizes and operates our obsolete systems. And we pay them back through our utility rates.**
- **Let me tell you that privatization is not a panacea. It is simply another tool.**
- **The Bottom line and the challenge to us is – train Commanders and staffs how to run small cities – more efficiently – and by leveraging limited resources with civilian partners. DPW's and Districts are critical to making this work as part of the Regiment.**
- **And USACE is an integral part of the total effort.**

## **Slide 17 – USACE**

- **Speaking of USACE – let me tell you that the USACE of old was a lumbering dinosaur – though it was well-designed and successful for its early missions.**
- **Districts were king.**
- **Poaching was definitely “in”. We did more in-fighting than serving commanders or installations.**
- **The philosophy was “if I found it, it’s mine – you find your**
- **Lots of overlap and redundancy. For example, no one blinked an eye when 2 or 3 different districts worked projects on the same installation.**
- **NOT a good way to run an organization and NOT a good way to support the Army.**

## **Slide 18 – USACE Re-Engineering**

- I'm happy to tell you that we are doing some serious reengineering in USACE. We've had a lot of success, but we're not done yet.
- Regional Business Center concept – all districts within a Division operate as a single business entity – centralized planning, decentralized execution – we do this with standard practices and shared capability.
- The One Door to the Corps concept allows our customers to leverage the entire capability of the Corps through one point of entry. The end result is greater customer focus and a streamlined organization.

## **Slide 18 – USACE Re-Engineering (continued)**

- **Our Support for Others programs – Africa, Eastern Europe, Central America, other Agencies, other state and city govts, we help them all – we're in business to support the Army and the Nation.**
- **One major priority is to be the Army's Global Contingency Engineer. For the 1<sup>st</sup> time in Kosovo, we are an integral part of the contingency planning for the tactical AND the refugee operations.**
- **OK – having said all that – enough about the past & the present. What about the future?**

## **Slide 19 – Next Engineer Regiment**

**[a signpost slide]**

**[let 10 seconds of Essayons play]**

- **I don't have the foggiest idea of what the long-term future looks like. And I don't think anyone does. If I knew, I'd tell you how to get there.**
- **I CAN , HOWEVER, describe some necessary changes to the way we think.**

## **Slide 20 – Culture Change**

- **We've talked about a number of changes – organizational, structural, missions. But it's important to recognize the sea change in culture as well.**
- **This slide shows the changes in the near-term – the Army Experimentation Plan (AEP) that continues the Force XXI philosophy of organizing around information and information technologies.**
- **An Army that is small and light .... that deploys as easily as the Air Force.**
- **Fewer, but better facilities.**
- **Constant skill changes**



## **Slide 20 – Culture Change (continued)**

- Real “Jointness” – that’s more than just talk. And by the way, we’re actually doing this – we now have an engineer office in the JCS J4.
- And training is different. As General Flowers pointed out on Wednesday – we are at the cutting edge here at Ft. Leonard Wood. **The training is – joint – high tech – and virtual.**

## **Slide 21 – The X Regiment**

- **Army After Next? How about the Regiment after Next?**
- **I'm not going to give you any prophecy about what the Army or the Regiment will look like in twenty or 30 years – just like no one in 1979 predicted the world of 1999 – or the internet, or the information and technological revolutions.**
- **BUT I can tell you what kind of outlook all of us must have if we do NOT want to become just another “brand x” regiment,**
- **The key to our continued relevance - individually and institutionally - is our ability to change. There was a time in our Army - the 50's and '60's - when the Engineers truly led the way.**
- **But in the last round of changes – I feel we almost lost it “big time”. And we are still fighting to keep the Engr Bde in the Heavy Division.**

## **Slide 21 – The X Regiment (continued)**

- We have to concentrate on making the case in what comes after the Hvy Div. And you've heard General Flowers talk about that a little bit this week.
- We will be a multi-component force – the Guard, the Reserves, and the Active Army MUST stop fighting each other. Have to speak with one voice. And today's great presentation by General Warr clearly shows we are heading in the right direction.
- Last year was a great year. If you pick up the January 1999 Soldiers' Almanac, you will see Engineers prominently mentioned - with plenty of pictures in the Operational section, the Community Spt. section, and the Quality of Life section
- So you can see - I feel pretty good about last year and our current record.
- We have to keep this up .....and build on it. No matter what the future looks like – we will have to be in synch with the rest of the Army – and on the same playing field.

## **Slide 22 – Keep Raising the Bar**

- **And we have to keep raising that bar**

**[No need for speaking – Chariots of Fire music plays while 18 other pictures automatically animate throughout this slide]**

- **You’ve just seen images of our great Nation, our Army, our Regiment, and our soldiers. They are counting on us – you and me – to provide the leadership and innovation – to transition to the next century – and the next Regiment.**
- **You need to keep in mind – this is no longer your Father’s Regt.**
- **There’s no time to waste – start now – shift into warp factor 10.**
- **Expand your horizons by “Thinking out of the Box.”**

## **Slide 23 – Think out of the Box**

**[No need for speaking – music from 2001 A Space Odyssey plays while automatic box and castle movements animate.]**

**[Porky Pig’s “that’s all folks closes presentation]**

- **Thanks and see you tonight at our Dinner.**

**THE END**